

CORPORATE PLAN REVIEW 2018
WDA/22/18

Recommendation

That:

1. the Authority's current Corporate Plan attached at Appendix 1 be noted; and
2. the contents of the current Corporate Risk Register attached at Appendix 2 be noted.

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CORPORATE PLAN REVIEW 2018**WDA/22/18****Report of the Treasurer****1. Purpose of the Report**

- 1.1 Members are asked to consider the content of the Authority's Corporate Plan and note the current version of the Corporate Risk Register.

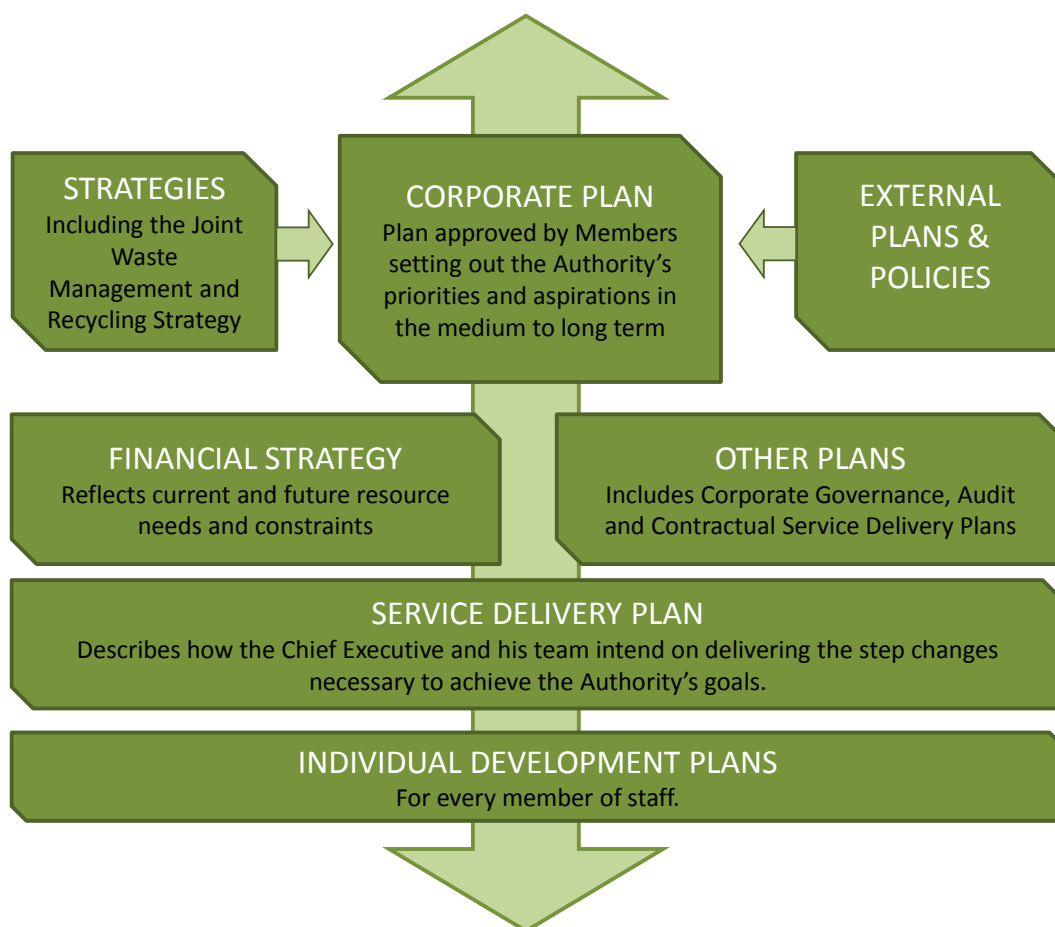
2. Background

- 2.1 The Corporate Plan identifies the Authority's principal aims from which plans for improvement can be drawn. It is an essential part of the Authority's Performance Management Framework which includes key strategies, a Service Delivery Plan, and the staff development scheme, in addition to the mechanisms for monitoring and reporting performance.
- 2.2 Performance is reviewed quarterly by the Executive Management Team to ensure that progress is being made against the Authority's objectives and to identify areas for improvement. An Annual Report is produced each year to provide Members and stakeholders with information on how we performed against those objectives.
- 2.3 The current corporate planning schedule provides for a review of the Corporate Plan in November, budget approval in February and approval of a Service Delivery Plan in April.

3. Performance Management Framework

- 3.1 The Authority's Performance Management Framework sets out the key elements of our planning processes. This includes how we translate our long term aspirations into achievable step changes, how we monitor performance and manage risk.
- 3.2 In addition to the work undertaken by officers, a Forward Planning Panel consisting of four Members meets at critical points in the year. The panel has no delegated powers but provides a mechanism for plans to be developed which take into account Members' views prior to submission to the Authority for approval.

3.3 The Performance Management Framework can be illustrated as follows:



4. Corporate Plan Review

4.1 The Corporate Plan encapsulates the Authority's long term aspirations, including the following mission statement:

"To contribute to the economic, environmental and social well-being of Merseyside by promoting the best use of resources and ensuring that waste is sustainably managed."

4.2 This year the plan is divided into four themes which reflect the Authority's statutory duties and obligations as a joint waste disposal authority. The themes together are as follows:

- **“Deliverability”** – How we will meet our statutory duties by procuring and managing our waste contracts and other operational activities
- **“Sustainability”** – How we intend to promote and deliver sustainable waste management through the Waste Hierarchy in Merseyside
- **“Partnership and Governance”** – How we work with partners transparently to deliver good working relationships
- **“Accountability”** – What standards we should set ourselves to ensure good corporate governance.

- 4.3 The Corporate Plan was previously reviewed and approved in November 2017. A copy of the proposed plan for 2019-20 is attached at Appendix 1.
- 4.4 In line with the corporate planning schedule, the proposed Corporate Plan has been reviewed so that it can inform budget preparations and the development of the detailed Service Delivery Plans (SDP) for 2019/20. SDPs are produced each year and use the Authority’s priorities to establish specific service objectives against which the Authority’s performance can be measured.
- 4.5 Members will be aware that the Government is due to make an announcement about a National Waste and Resources Strategy for England in the autumn of 2018. Whilst there has been some speculation about the matters that may be included in the prospective strategy, and that they are likely to have an impact on local government, at the time of writing there is no certainty.
- 4.6 When the new strategy is published the framework that it establishes and the potential impacts on the Authority and the constituent District Councils will need to be considered alongside our existing performance frameworks. Where necessary further reports will be made to Members on the potential opportunities and impacts that the strategy will have on the Authority and its partners. This may lead to the need to review and potentially to revisit the Corporate Plan either in some of its parts or wholly. Until the national strategy is published we will not be able to take any developments into account. Members will be briefed should the Plan need to be reviewed.

5. Corporate Risk Register

- 5.1 The management of corporate risks has been incorporated into the Authority's quarterly performance regime. The Executive Management Team (EMT) meet with all managers and the Corporate Risk Register is subsequently reviewed to take account of any changes in the Authority's risk profile.
- 5.2 The latest version of the Corporate Risk Register includes a revised risk and new risk which have been added since the register was reported to Members in November 2017.
- Failure to manage the joint working relationship with Halton BC – this risk has returned as Halton are reviewing the services provided to them by Veolia ES under the WMRC; and
 - The risk that Authority policy and procedures fail to provide a strong enough governance framework to ensure the Authority meets the highest standards – this is identified as a new risk to ensure that all the Authority's policies and procedures are reviewed periodically.
- 5.3 The Corporate Risk Register is a working document and will continue to be reviewed and updated by EMT as and when significant changes occur during the year. The latest version of the register is attached at Appendix 2 for Members' information.

6. Risk Implications

- 6.1 The following risks have been identified in relation to the development and implementation of the Authority's corporate planning processes:

Identified Risk	Likelihood Rating	Consequence Rating	Risk Value	Mitigation
Failure to adapt to current economic pressures.	4	4	16	Ensure the Authority's plans take account of economic pressures on Merseyside.
Failure to deliver continuous improvement.	2	3	6	Continue to review and monitor Corporate Plan and strategies
Failure to manage risks in the delivery of the Service Delivery Plan.	2	4	8	Manage and monitor Corporate Risk Register as part of performance monitoring.

7. HR Implications

- 7.1 The Performance Management Framework provides staff with a clear link between their own performance and that of the organisation as a whole.
- 7.2 The Staff Development Scheme identifies personal objectives which enables members of staff to contribute directly to the Service Delivery Plan and ultimately the Authority's Corporate Plan.

8. Environmental Implications

- 8.1 The Authority aims to continuously improve its environmental performance and this is reflected in the aims and objectives of the Corporate Plan.

9. Financial Implications

- 9.1 There are no new financial implications associated with this report.

10. Legal Implications

- 10.1 There are no legal implications associated with this report.

11. Conclusion

- 11.1 Members are asked to agree the revisions to the Corporate Plan, and note the latest version of the Corporate Risk Register attached at Appendix 2.

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The background documents to this report are open to inspection in accordance with Section 100D of The Local Government Act 1972 - Nil.